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corp report file



THE OSHAWA WHOLESALE LIMITED / ANNUAL REPORT

FOR THE FISCAL YEAR ENDED JANUARY 22, 1966



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COMPANY GROWTH IN 1965

	YEAR ENDED		% Increase
	January 22 1966	January 23 1965	
Sales.....	\$138,288,835	\$106,867,754	29.4
Net Profit.....	2,158,651	1,577,132	36.9
Net Profit per Share*.....	89c	67½c	31.9
Return on Shareholders' Equity	28.4%	25.9%	9.5
Dividends Paid.....	426,251	289,049	47.5
Dividends Paid Per Share.....	18c	12½c**	44.0
Number of Stores at Year End —			
— IGA.....	166	158	
— Food City.....	12	9	
— Rite-Way Department Stores	5	—	

*Combined Class 'A' and Common

**Adjusted for two-for-one stock split of October 21, 1965

DIRECTORS

Thomas H. Baker
Murray C. Goldman
Albert Shifrin, Q.C.
Harvey S. Wolfe
Jack B. Wolfe
Leonard J. Wolfe
Maurice Wolfe
Max Wolfe
Ray D. Wolfe

CORPORATE MANAGEMENT

Ray D. Wolfe, President
Maurice Wolfe, Vice-President
Max Wolfe, Vice-President
Leonard J. Wolfe,
Executive Vice-President and Secretary
Murray C. Goldman, Treasurer

Verdun T. Barber,
Vice-President, Merchandising
Robert Basist,
Vice-President, Distribution
Norman J. Pentecost,
Vice-President, Personnel and Public Relations
P. Alex Ramey,
Vice-President, Retail Operations
Harvey S. Wolfe,
Vice-President, Real Estate and Corporate Development
E. Leonard Besler, C.A.,
Comptroller
Dr. John H. Brown,
Executive Assistant
G. Frank Perkin,
Executive Assistant

Jack B. Wolfe,
President, The Ontario Produce Company Limited
Dominion Mushroom Company Limited
James R. Langs,
President, Langs Foods Limited
London Frozen Foods Limited
Ronald G. Melhado,
President, Rite-Way Department Stores Limited

REGISTRAR AND TRANSFER AGENT

Canada Trust Company, Toronto and Montreal

AUDITORS

Wm. Eisenberg and Company, Toronto

BANKERS

Canadian Imperial Bank of Commerce
Toronto Dominion Bank
Bank of Montreal

LISTED ON

Toronto Stock Exchange
Montreal Stock Exchange

HEAD OFFICE

125 The Queensway, Toronto 18, Canada

PRESIDENT'S REPORT

TO THE SHAREHOLDERS:

The year ended January 22, 1966, produced record sales and profits as well as exciting new growth opportunities in both the food and general merchandising fields.

SALES

Sales of \$138,288,835 were 29.4% higher than last year's \$106,867,754 and reflected the largest annual increase in the Company's history. Oshawa's 29.4% increase compares with a 10.5% increase in total wholesale sales in Canada, a 7.6% increase in total retail trade and a 5.8% increase in total retail food sales.

Sharing the benefits of a booming economy, Oshawa has consistently out-paced both national and provincial industry sales averages. With a vigorous expansion program to accommodate the demands of steadily rising consumer support and substantial population increases, there is every indication the Company's growth rate will continue.

PROFITS

Consolidated net profit \$2,158,651 was 36.9% above the previous year's \$1,577,132. Profit per share was 89¢ on 2,429,142 combined Class A and Common, compared with 67½¢ on 2,333,592 shares in the previous year.

As a percentage of sales, profit rose to 1.56 from 1.48 last year. The return on shareholders' equity was 28.4%.

DIVIDENDS

Dividends were increased from 12½¢ to 18¢ per share. A further increase, announced March 4, 1966, will bring dividends for the current year to 20¢. These will be paid quarterly, with the first distribution on March 30, to shareholders of record March 15, 1966. This is the sixth increase since the Company commenced paying dividends in 1960.

WORKING CAPITAL

Working capital at January 22, 1966, was \$2,028,204 (1965—\$2,347,096), and is adequate for normal operating purposes. The \$318,892 decrease is modest in light of the addition of \$7 million in fixed assets through Langs and Rite-Way acquisitions and Oshawa and Ontario Produce expansion.

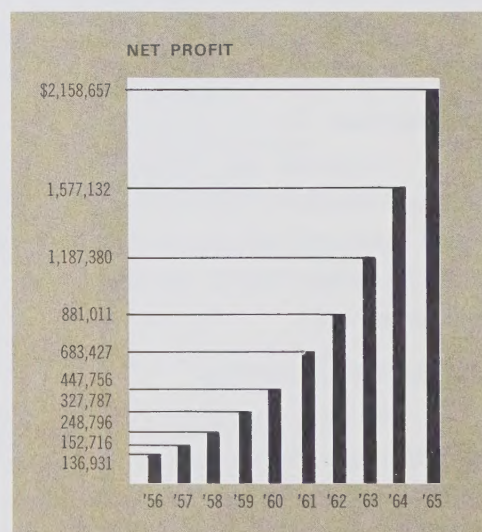
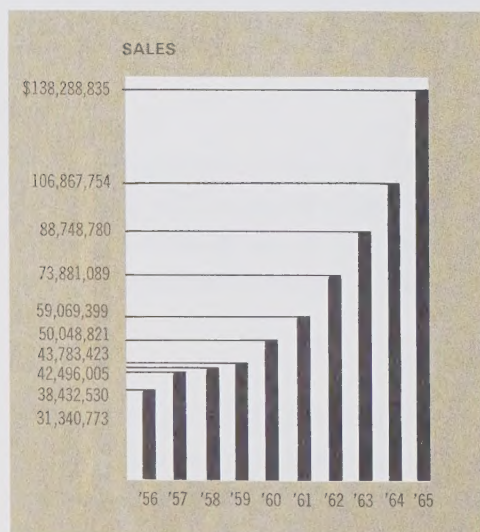
ACQUISITIONS

During the year, Langs Foods Limited, Hamilton, Ontario, and London Frozen Foods Limited, a Langs subsidiary, were acquired and are now wholly-owned. As a leading frozen food distributor and an important commercial storage company, Langs materially broadens the base of Oshawa's wholesale operations.

Under the direction of James Langs, founder and President of Langs Foods Limited, the company's activities and growth are being co-ordinated with those of Oshawa, providing new services as well as new territories for active development.

Another important addition to the Oshawa corporate group was Rite-Way Department Stores Limited. This acquisition gives Oshawa a new vehicle for growth in both food and general merchandise fields. The combination of high food values and general merchandise in wide variety, in attractive, easy-to-shop department store settings, with spacious parking, has proved highly attractive to the consumer.

Oshawa can now provide a broad range of shopping facilities for the consumer and can serve communities of all sizes. Whatever the need — whether it be for



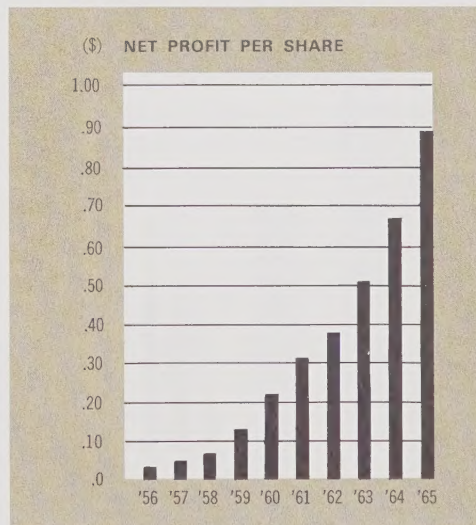
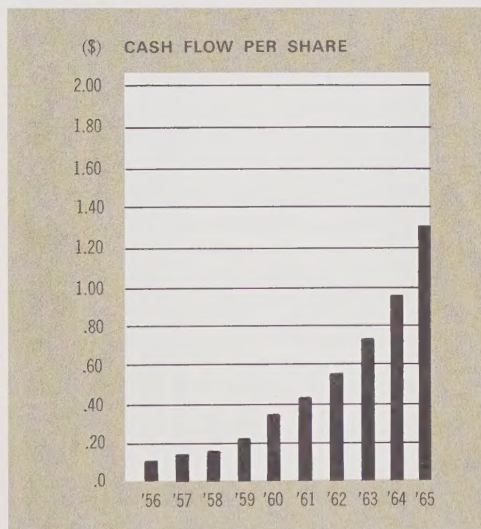
a neighbourhood IGA, a major foodliner, a discount food store, or discount department store — Oshawa has the combination to fulfill the need.

Rite-Way Department Stores are located in Brampton, Belleville, Peterborough, Toronto, and Welland, Ontario. Each incorporates a Food City or IGA food outlet under the same roof. The chain is directed by President Ron Melhado and a skilled team of department store merchandisers.

INVESTMENTS

In the United Kingdom an accelerated equipment sales program enabled Coin-A-Matic Laundry Equipment Limited to exceed its break-even point and a small profit is now being earned.

In association with William Atkinson, Oshawa acquired a common share interest in Allied Towers Merchants Limited operating Towers Department Stores. With 5 Food City markets located adjacent to Towers units, Oshawa has a continuing interest in A.T.M.'s success. The investment will enable Oshawa to play a role in A.T.M.'s future activities.



RETAIL EXPANSION

Ten new IGA outlets were opened during the year, two were closed, three were doubled in size and four completely remodelled. IGA stores supplied by Oshawa, as at January 22, 1966, totalled 166.

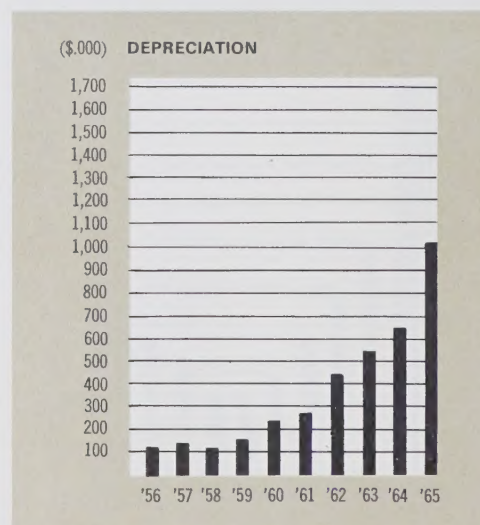
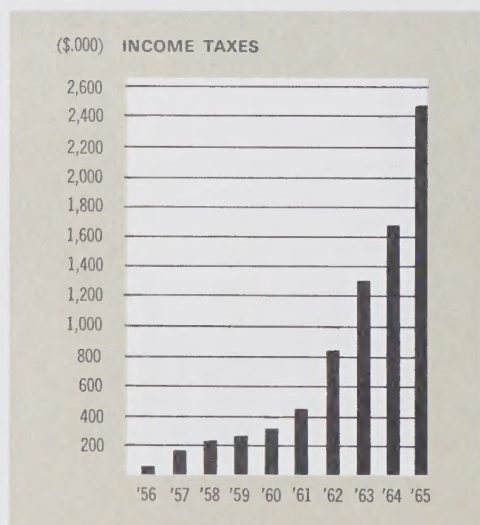
Food City markets were opened in Welland, Chatham and Toronto bringing to 12 the number operated by the Company.

Six IGA, three Food City, and two Rite-Way department store units are planned for 1966. Three Food City and seven IGA markets will be substantially enlarged and a number of IGA units remodelled.

Site negotiations for 1967 and '68 are well advanced and expansion is expected to proceed in orderly fashion.

OPERATING FACILITIES

Extensive enlargement of the accounting, personnel and produce offices was completed during the past year and contributed to improved efficiency. Currently under construction are major extensions to the produce, frozen food and grocery warehouses, and the buying and administrative offices. A fully equipped truck maintenance depot

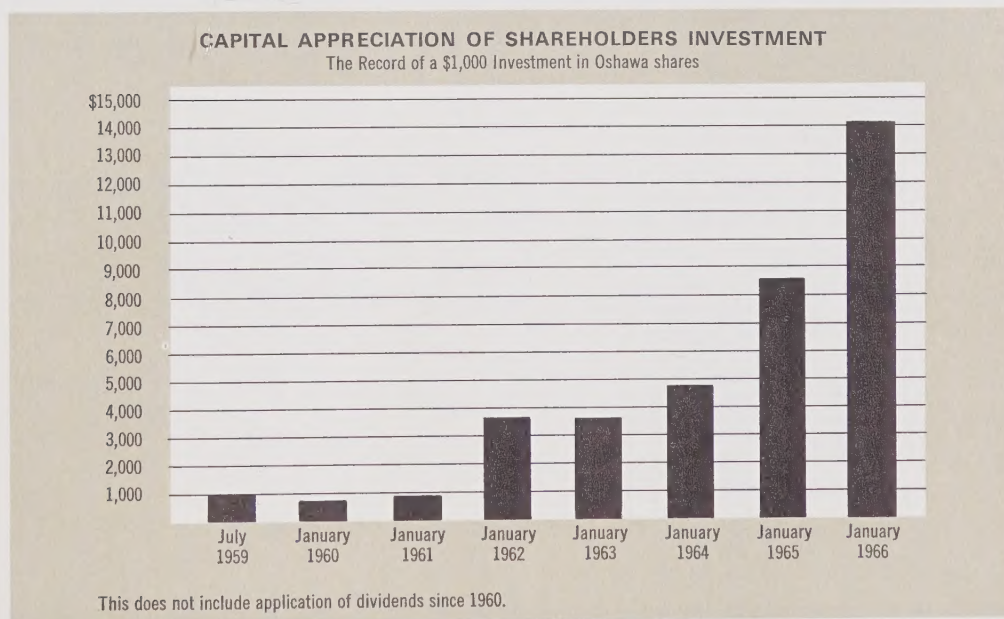


for the growing distribution fleet which now numbers more than 100 vehicles is also nearing completion.

Plans have been prepared for a second supply depot to be located on a 45-acre site at Malton, near Toronto International Airport. In its initial stage the Malton distribution centre, with 190,000 square feet of floor space, will more than double present warehouse facilities. It will incorporate the most modern materials handling techniques in the industry and is expected to be in operation within the next 12 months.

As reported earlier this year, a 20,000 square foot vegetable packing plant has been constructed in Bradford and is now serving the Ontario Produce Company's terminal customers, overseas accounts and IGA and Food City stores.

To accommodate growing volume in the Hamilton area, Lungs Foods Limited will build an 18,000 square foot extension to the Queen Elizabeth Way plant. New facilities containing 600,000 cubic feet of freezer and warehouse space are also to be constructed in London, Ontario.



OUTLOOK

Participating fully in Canada's prosperity, Oshawa has been favoured by healthy population growth and encouraged by increasing consumer support. Its progress has been closely linked to its ability to harness costs through the employment of the most advanced food handling techniques and through willingness to experiment with and utilize radically new concepts at retail level. With a broadened wholesale base (through Langs) Oshawa can now effectively develop an institutional business. Through IGA, Food City and Rite-Way, it can provide better values for the Canadian consumer and can bring these values to communities large and small.

Throughout Ontario opportunities abound not only to keep pace with rising population and expanding consumer needs, but also to provide improved facilities and modern shopping concepts.

RECOGNITION

Trained and dedicated people remain the single most important key to progress. Oshawa is fortunate that its people — dealers, staff and suppliers — have united to work effectively and diligently in pursuit of consumer acceptance. It is with deep appreciation that we recognize the success of their combined effort in making this another record year.

On behalf of The Board of Directors
Toronto, March 14, 1966.

RAY D. WOLFE,
President

The Oshawa Wholesale Limited and Subsidiary Companies

CONSOLIDATED STATEMENT OF PROFIT AND LOSS

	<i>Year Ended</i>		<i>% Increase</i>
	<i>January 22 1966</i>	<i>January 23 1965</i>	
Sales	\$138,288,835	\$106,867,754	+ 29.40
Profit before depreciation and income taxes	5,641,851	3,936,325	+ 43.33
Depreciation	1,011,423	660,781	+ 53.06
Profit before income taxes	4,630,428	3,275,544	+ 41.36
Income taxes	2,471,777	1,698,412	+ 45.53
Net profit (Note 1)	\$ 2,158,651	\$ 1,577,132	+ 36.87
Net profit per combined Class "A" and Common Share	89¢	67½¢	+ 31.85
Shares outstanding (Note 3)	2,429,142	2,333,592	+ 4.09

CONSOLIDATED STATEMENT OF RETAINED EARNINGS

	<i>Year Ended</i>	
	<i>January 22 1966</i>	<i>January 23 1965</i>
Retaining earnings at beginning of year	\$ 4,502,188	\$ 3,244,105
Net profit for year	2,158,651	1,577,132
	6,660,839	4,821,237
Less:		
Dividends Common Shares	45,424	35,711
Dividends Class "A" Shares	380,827	253,338
	426,251	289,049
Goodwill written off	—	30,000
	426,251	319,049
Retaining earnings at end of year	\$ 6,234,588	\$ 4,502,188

The accompanying notes are an integral part of the Consolidated Financial Statements.

The Johnson Wholesale Limited and Subsidiary Companies **CON**

Incorporated under the La

A S S E T S

	<i>January 22 1966</i>	<i>January 23 1965</i>
CURRENT ASSETS		
Cash	\$ 123,775	\$ 132,114
Marketable securities — cost (market value \$ 684,160)	698,235	2,243,406
Accounts and loans receivable (Note 2)	4,426,843	2,740,007
Loan to Owl Realty Limited	1,639,139	755,772
Inventories — lower of cost or market	5,609,707	3,801,234
Prepaid expenses	234,208	160,515
	<u>\$12,731,907</u>	<u>\$ 9,833,048</u>
DEFERRED ASSETS		
Dealers' and other loans receivable (Note 2)	1,662,623	1,602,960
Cash surrender value of life insurance	62,925	43,678
	<u>1,725,548</u>	<u>1,646,638</u>
INVESTMENTS		
Shares in Owl Realty Limited — cost	173,000	173,000
Other investments — cost	318,756	224,894
	<u>491,756</u>	<u>397,894</u>
FIXED ASSETS		
Land, buildings, equipment and leaseholds — cost	14,014,879	6,996,192
Less: Accumulated depreciation	3,552,302	2,592,390
	<u>10,462,577</u>	<u>4,403,802</u>
	<u>\$25,411,788</u>	<u>\$16,281,382</u>

The accompanying notes are an integral part of the Consolidated Financial Statements.

CONDENSED BALANCE SHEET as at January 23, 1966

the Province of Ontario

LIABILITIES

	January 22 1966	January 23 1965
CURRENT LIABILITIES		
Bank overdrafts	\$ 890,472	\$ 517,859
Accounts payable and accrued liabilities	7,482,156	5,825,776
Loans payable — due within one year	935,113	296,797
Income taxes payable	1,395,962	845,520
	<u>10,703,703</u>	<u>7,485,952</u>
DEFERRED LIABILITIES		
Bank loans payable — secured (Note 2)	1,121,755	746,000
Notes and mortgages payable	3,117,073	446,377
	<u>4,238,828</u>	<u>1,192,377</u>
Less: Payments due within one year	935,113	296,797
	<u>3,303,715</u>	<u>895,580</u>
ACCUMULATED TAX REDUCTIONS APPLICABLE TO FUTURE YEARS ..	<u>274,216</u>	<u>290,963</u>
MINORITY INTEREST IN SUBSIDIARIES	<u>198,367</u>	<u>—</u>
	<u>14,480,001</u>	<u>8,672,495</u>

SHAREHOLDERS' EQUITY

CAPITAL STOCK (Note 3)				
Authorized — 4,100,000 Class "A" non-voting shares, no par value 556,000 Common Shares, no par value				
	January 22 1966	January 23 1965		
Issued — Class "A" Shares	2,243,454	2,047,904	4,602,059	2,960,323
Common Shares	185,688	285,688	95,140	146,376
			<u>4,697,199</u>	<u>3,106,699</u>
RETAINED EARNINGS			<u>6,234,588</u>	<u>4,502,188</u>
			<u>10,931,787</u>	<u>7,608,887</u>
			<u>\$25,411,788</u>	<u>\$16,281,382</u>

Approved on Behalf of the Board

RAY D. WOLFE, *Director*

LEONARD J. WOLFE, *Director*

The Oshawa Wholesale Limited and Subsidiary Companies

CONSOLIDATED STATEMENT OF SOURCE AND USE OF FUNDS

		<i>Year Ended</i>	
		<i>January 22</i>	<i>January 23</i>
		<i>1966</i>	<i>1965</i>
<i>Source of Funds</i>	Net profit	\$2,158,651	\$1,577,132
	Provision for depreciation	1,011,423	660,781
	Tax reductions applicable to future years	—	18,493
	Issue of Class "A" Shares	1,590,500	254,100
	Bank loans	375,755	—
	Notes and mortgages payable	2,032,380	390,580
	Minority interest in subsidiaries	198,367	—
		<u>\$7,367,076</u>	<u>\$2,901,086</u>
<i>Use of Funds</i>	Purchase of land, buildings, equipment and leaseholds (net)	\$7,070,198	\$1,793,932
	Dividends to shareholders	426,251	289,049
	Loans to dealers and others	78,910	301,021
	Reduction in bank loans	—	204,000
	Investments	93,862	18,042
	Decrease in tax reductions applicable to future years	16,747	—
		<u>\$7,685,968</u>	<u>\$2,606,044</u>
INCREASE (DECREASE) IN WORKING CAPITAL . . .		<u>\$ (318,892)</u>	<u>\$ 295,042</u>
Working capital at end of year		2,028,204	2,347,096
Working capital at beginning of year		2,347,096	2,052,054
INCREASE (DECREASE) IN WORKING CAPITAL . . .		<u>\$ (318,892)</u>	<u>\$ 295,042</u>

Notes to the Consolidated Financial Statements as at January 22, 1966

1. The minority interest in the profits of subsidiaries has been provided for as follows:

Profit before minority interest	\$2,207,314
Minority interest in profits of subsidiaries	48,663
Net profit for the year	<u>\$2,158,651</u>

2. The bank loans are secured by a general assignment of book debts and, in the case of a subsidiary, by a chattel mortgage.

3. On October 21, 1965, the Class "A" and Common Shares were split on a two-for-one basis, and 100,000 Common Shares (subdivided) were converted into 100,000 Class "A" Shares.

During the year 195,550 Class "A" Shares were issued as follows:

- (a) 41,200 Class "A" Shares
for cash\$ 340,500

- (b) 54,350 Class "A" Shares on the acquisition of a subsidiary . . . \$1,250,000

- (c) 100,000 Class "A" Shares on conversion of 100,000 Common Shares.

The Company has reserved 143,330 Class "A" Shares for issue under the executive and employees' stock option plans. As at January 22, 1966, options for 140,830 shares were outstanding which become exercisable over the next five years at prices ranging from \$8.25 to \$26.55 per share.

4. The minimum annual rentals (exclusive of taxes, insurance and other occupancy charges) under long term leases for store locations and warehouse facilities amount to \$1,480,000.

It is expected that annual rental revenue of \$550,600 will be received from stores that have been sub-let to dealers.

5. The Company is contingently liable for guarantees in the amount of \$443,000.

Auditors' Report to the Shareholders

We have examined the consolidated balance sheet of The Oshawa Wholesale Limited and its subsidiary companies as at January 22, 1966, and the consolidated statements of profit and loss, retained earnings and source and use of funds for the year ended on that date. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion, the accompanying consolidated balance sheet and consolidated statements of profit and loss, retained earnings and source and use of funds, present fairly the financial position of The Oshawa Wholesale Limited and its subsidiary companies as at January 22, 1966, and the results of their operations for the year ended on that date in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Toronto, Ontario
March 2, 1966

WM. EISENBERG & CO.
Chartered Accountants.

The Oahu Wholesale Limited and Subsidiary Companies

	Sales	Profit Before Depreciation and Income Taxes	Depreciation	Income Taxes	Net Profit
Year Ended Jan. 22, 1966	\$138,288,835	\$5,641,851	\$1,011,423	\$2,471,777	\$2,158,651
Year Ended Jan. 23, 1965	106,867,754	3,936,325	660,781	1,698,412	1,577,132
Year Ended Jan. 25, 1964	88,748,780	3,025,115	535,074	1,302,661	1,187,380
Year Ended Jan. 26, 1963	73,881,089	2,154,908	421,389	852,508	881,011
Year Ended Jan. 27, 1962	59,069,399	1,387,154	258,075	445,652	683,427
Year Ended Jan. 28, 1961	50,048,821	975,275	226,234	301,285	447,756
Year Ended Jan. 23, 1960	43,783,423	684,985	139,963	217,235	327,787

	Total Shares Outstanding*	High - Low Stock Price	Shareholders' Equity	Shareholders' Equity Per Share*	Percentage Return on Shareholders' Equity
Year Ended Jan 22, 1966	2,429,142	30-17	\$10,931,787	\$4.50	28.4
Year Ended Jan. 23, 1965	2,333,592	18¼-10	7,608,887	3.26	25.9
Year Ended Jan. 25, 1964	2,302,792	11-7½	6,096,704	2.65	22.6
Year Ended Jan. 26, 1963	2,249,592	8¾-4¾	5,259,693	2.34	19.5
Year Ended Jan. 27, 1962	2,232,792	8¾-2	4,513,172	2.02	18.4
Year Ended Jan. 28, 1961	2,091,852	2½-1½	3,712,067	1.78	13.3
Year Ended Jan. 23, 1960	2,081,552	2½-1¾	3,355,250	1.61	10.7

*Combined Class 'A' and Common.

Figures for previous years have been adjusted for the two-for-one stock splits of June 9, 1964 and October 21, 1965.

Seven Years of Progress

Net Profit Per Share*	Net Profit As A Percentage Of Sales	Cash Flow	Cash Flow Per Share*	Total Dividends	Dividends Per Share*	Funds Reinvested in Business
89¢	1.56	\$3,170,074	\$1.31	\$426,251	18¢	\$1,732,400
67½¢	1.48	2,237,913	.96	289,049	12½¢	1,288,083
51½¢	1.34	1,722,454	.75	228,569	10¢	958,811
39¢	1.19	1,302,400	.58	168,090	7½¢	712,921
30½¢	1.16	941,502	.42	165,081	7½¢	518,346
21½¢	.89	673,990	.32	104,593	5¢	334,929
15½¢	.75	467,750	.22½	—	—	292,751

Current Assets	Current Liabilities	Working Capital	Current Ratio	Number of Employees	Payroll Costs
\$12,731,907	\$10,703,703	\$2,028,204	1.19:1	1,654	\$8,044,058
9,833,048	7,485,952	2,347,096	1.31:1	1,001	5,265,488
7,548,587	5,496,533	2,052,054	1.37:1	722	4,239,427
6,141,978	5,058,488	1,083,490	1.20:1	620	3,346,813
5,347,752	3,902,922	1,444,830	1.37:1	549	2,607,362
4,831,690	2,944,043	1,887,647	1.64:1	434	2,194,767
4,327,125	2,289,850	2,037,275	1.89:1	400	1,837,837

*Distribution of Income
for the fiscal year ended January 22, 1966*

COST OF
MERCHANDISE
AND EXPENSES
\$125,614,349

90.83%

SALARIES, WAGES
AND EMPLOYEES'
BENEFITS
\$8,044,058

5.82%

RE-INVESTED
FOR DEVELOPMENT
\$1,732,400

1.25%

DIVIDENDS
\$426,251

.31%

INCOME TAXES
\$2,471,777

1.79%

SALES \$138,288,835

IGA Dealer Growth

It is significant that a growing number of IGA dealers have become operators of small chains. In extending their operations into two, three or more outlets, they have brought IGA services and values to thousands of new customers, have provided growth opportunities for staff and family and handsome returns for themselves.

In broadening their horizons, IGA dealers have been ever conscious that success hinges largely upon the ability to understand people, their needs and motivations. To the degree that these have been fulfilled IGA dealers are continuing to progress.

It is noteworthy that at January 22, 1966, there were 16 IGA dealers with two markets, six dealers with three and one dealer with six.

Oshawa through its corporate store development program has in the past five years provided more than 50 units, not only for new dealers but for the expanded activities of existing dealers.

The IGA dealers who own more than one market appear on this page — concrete evidence of shared progress and the scope for development that exists in the IGA family.

ANGELO BARTELLO LEO AMODEO

Beach IGA, Toronto
Brimley IGA, Toronto
Coxwell IGA, Toronto
Spruce Hill IGA, Toronto
Glenlake IGA, Toronto
Pape IGA, Toronto

GORDON BLAKE BEECHER BLAKE

Campbellford IGA, Campbellford
Bancroft IGA, Bancroft
Blake IGA, Lakefield

PAUL BOSHUK STEVE STANKO

Northclair IGA, Toronto
Roncesvalles IGA, Toronto
Wishing Well IGA, Toronto

WALTER GREENSIDES EDWARD McDONALD

Highland Creek IGA,
Highland Creek
Collingwood IGA, Collingwood
Shelburne IGA, Shelburne

GUS RECCHIA

Briarcrest IGA, Toronto
Gus IGA, Toronto
Donlands IGA, Toronto

LAWRENCE RUBIN

Aurora IGA, Aurora
Midland IGA, Midland
Newmarket IGA, Newmarket

AARON YERMUS

LEON YERMUS

NATHAN YERMUS

SAM YERMUS

Allencourt IGA, Richmond Hill
Symington IGA, Toronto
Woodview Park IGA, Toronto

DON & GRACE APPELEGATE

Alliston IGA, Alliston
Angus IGA, Angus

SID BERMACK

EVELYN HOCKLEY

Uxbridge IGA, Uxbridge
Berry Road IGA, Uxbridge

THEO BERNARD

Coldwater IGA, Coldwater
Victoria Harbour IGA,
Victoria Harbour

PETER BERTI

Barnesdale IGA, Hamilton
James St. IGA, Hamilton

ED & ROBERT CALDWELL

Kerr IGA, Oakville
Georgetown IGA, Georgetown

VICTOR CAIRNS

Cairns IGA, Orillia
North Orillia IGA, Orillia

HAROLD GALL

Barnett IGA, Tweed
Russell IGA, Napanee

LUCY JAWORSKI

Janette IGA, Toronto
Mt. Dennis IGA, Toronto

DAVE MANES

Erin IGA, Erin
Ledger IGA, Acton

SOL MARGEL

AARON ROSENZWEIG
Browns Line IGA, Toronto
East End IGA, Toronto

HAROLD McFARLAND

East Mall IGA, Toronto
McFarland IGA, Toronto

TED NERENBERG

LEON WEINRYB

Ellesmere IGA, Toronto
Wexford IGA, Toronto

JOHN PACHEREVA

DELBERT GIVENS

Hillview IGA, Beamsville
Central IGA, Fort Erie

GLEN RATCLIFFE

Maple IGA, Maple
Ratcliffe IGA, Stouffville

DAVID SWEET

Metro IGA, Toronto
Sweet IGA, Toronto

REEN VANDERLUBBE

Reen's IGA, Hamilton
Sanford IGA, Hamilton

Expansion and Consumer Service

Two major acquisitions in the past year have broadened Oshawa operations to include frozen food distribution and storage, and general merchandising — both logical evolutions in the development of Oshawa service to retail and institutional trades as well as the general public.

Langs Foods Limited

One of Ontario's principal frozen foods distribution and storage companies became part of the Oshawa family of companies with acquisition of Langs Foods Limited, of Hamilton, and its subsidiary, London Frozen Foods Limited, of London, Ontario. The company is engaged in three broad areas of service —

- 1. Commercial frozen storage facilities;*
- 2. Home freezer food plan, supplying a wide variety of frozen foods, dry groceries, etc.;*
- 3. Institutional service, supplying restaurants, hotels, industrial caterers, hospitals, railways, etc., with frozen meats, vegetables and fruit.*



Langs Foods Limited main plant and head office in Hamilton.



A Rite-Way Department Store and Food City market in Toronto.

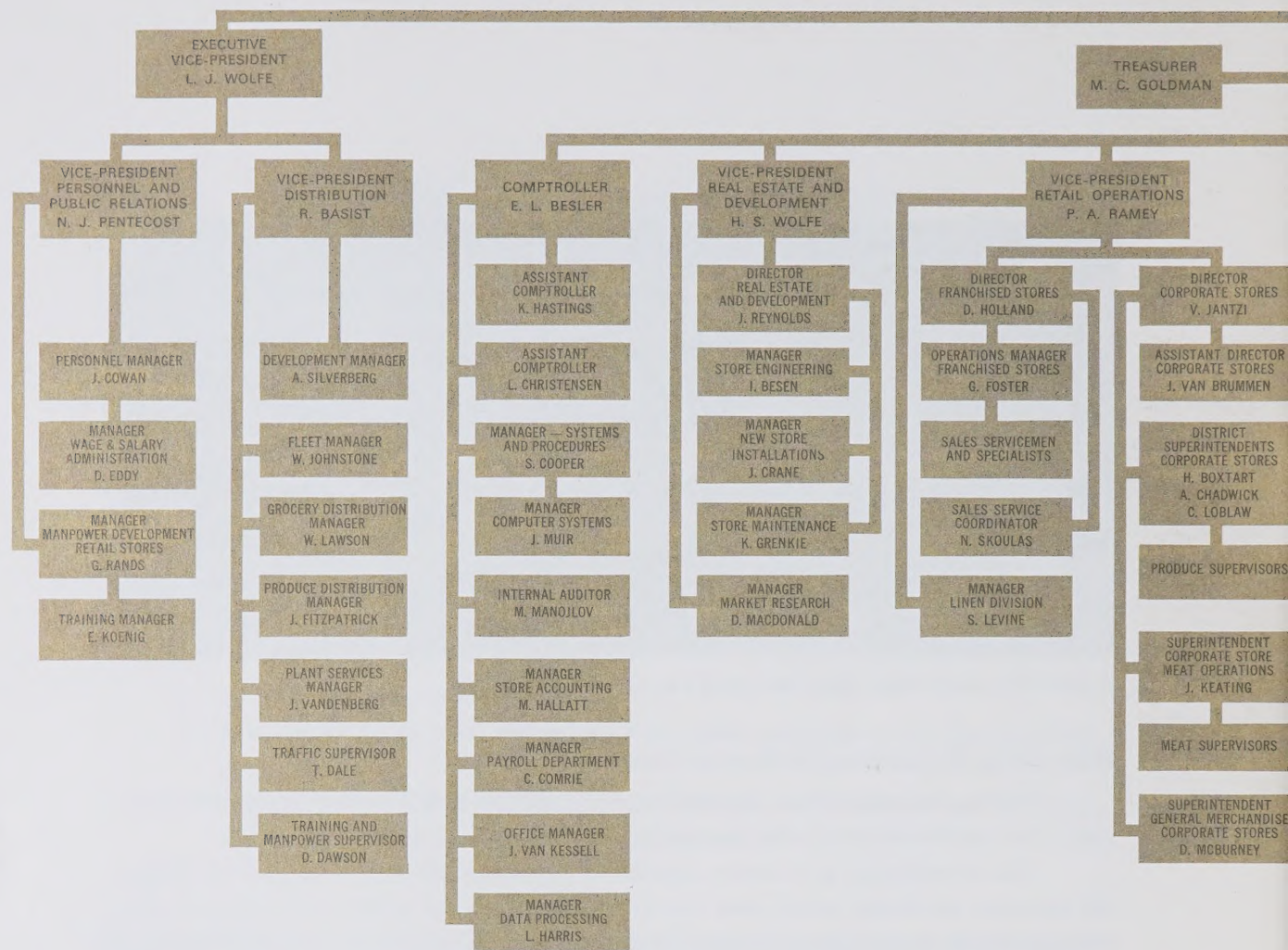
Rite-Way Department Stores Limited

During the year Oshawa acquired control of the five-unit Rite-Way Department Store chain. Two additional stores are expected to open in 1966.

The combination of discount department stores and discount food markets assures the consumer maximum values, wide variety and shopping convenience under one roof. The response to this concept has encouraged both Rite-Way and Oshawa to bring these facilities to more communities and a steady expansion of this program is under way.



A busy shopping scene in a Rite-Way Department Store.



APPOINTMENTS IN 1965

The additional growth and depth of Oshawa's management team is illustrated by the new appointments and promotions in 1965.



G. Frank Perkin
Executive Assistant



John J. Cowan
Personnel Manager



Ernest J. Koenig
Training Manager



Terence P. Dale
Traffic Supervisor



William Johnstone
Fleet Manager



Gordon W. Foster
Operations Manager
Franchised Stores



Jack G. Van Brummen
Assistant Director
Corporate Stores



Gordon F. Rands
Manager
Manpower Development
Retail Stores



Douglas B. Eddy
Manager — Wage & Salary
Administration



Derek W. Dawson
Distribution Division
Training & Manpower
Supervisor



William Lawson
Grocery Distribution
Manager



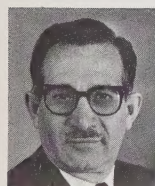
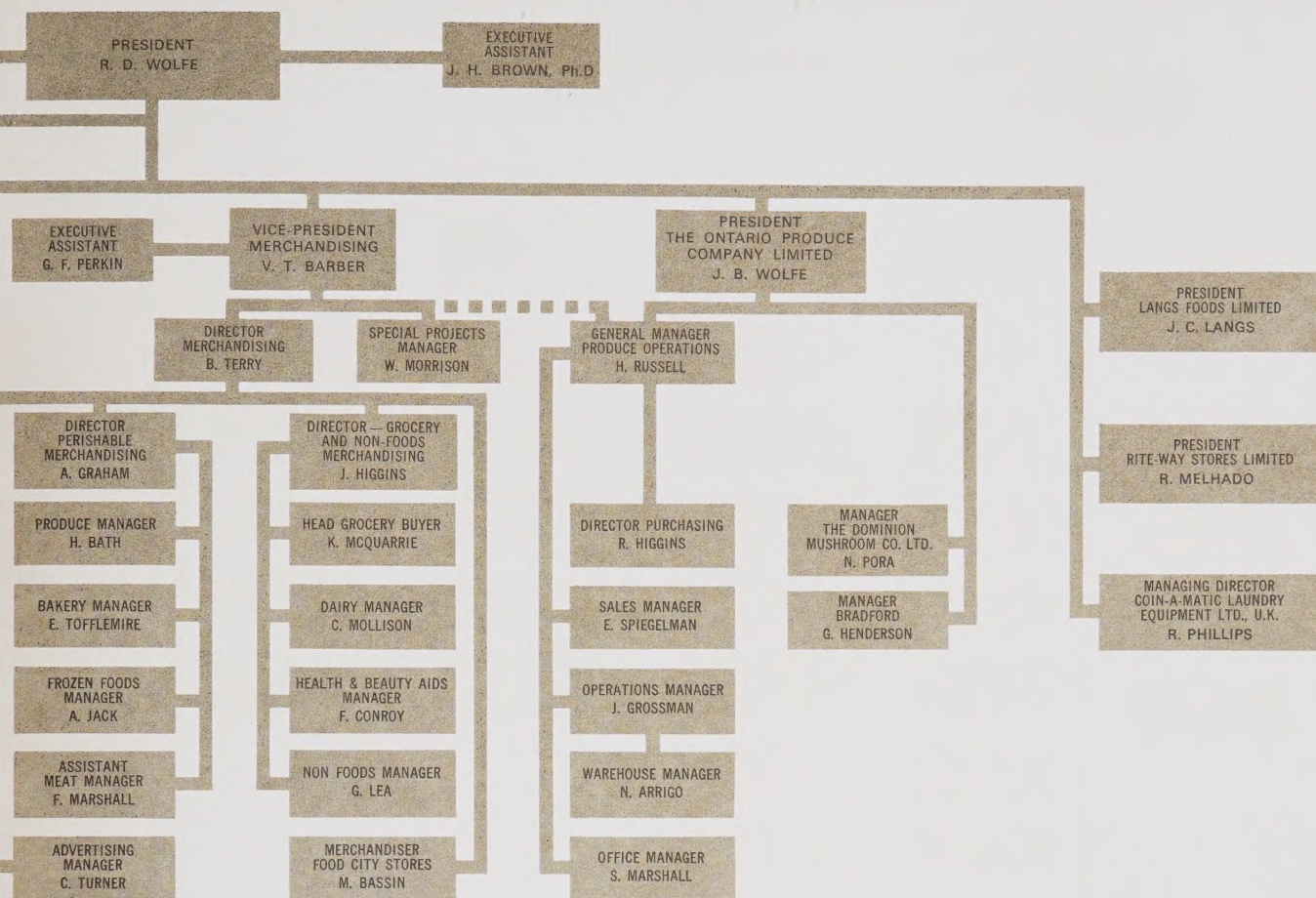
James Fitzpatrick
Produce Distribution
Manager



Hermanus J. Boxtart
District Superintendent
Corporate Stores



Joseph E. Williamson
Produce Supervisor



Michael R. Bassin
Merchandiser
Food City Stores



Harold G. Bath
Produce Manager



Charles D. Comrie
Manager
Payroll Department



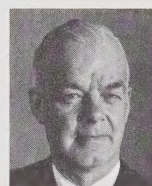
John J. Van Kessel
Office Manager



James H. Crane
Manager
New Store Installations



Keith O. Grenkie
Manager
Store Maintenance



Harry Russell
General Manager
Produce Operations



Claude H. Mollison
Dairy Manager



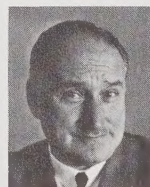
Allister P. Graham
Director — Perishable
Merchandising



Matilda Manojlov
Internal Auditor



Saul Cooper
Manager
Systems & Procedures



Edward Spiegelman
Sales Manager
Ontario Produce



Ralph Higgins
Director
Produce Purchasing



Joe Grossman
Operations Manager
Ontario Produce



John P. Higgins
Director — Grocery
& Non-Foods
Merchandising



Leif Christensen
Assistant Comptroller



James N. Muir
Manager
Computer Systems



Lloyd C. Harris
Manager
Data Processing



H. Glen Henderson
Manager — Bradford



John Rybka
Sales Manager
Bradford



John Moser
Plant Supervisor
Bradford



Subsidiaries

The Ontario Produce Company Limited

Dominion Mushroom Company Limited

Langs Foods Limited

London Frozen Foods Limited

Rite-Way Department Stores Limited

125 The Queensway, Toronto 18, Canada